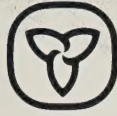


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Ontario
Women's
Directorate

Honourable Ian Scott Q.C.
Attorney General and
Minister Responsible
for Women's Issues

Ontario Women's Directorate





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How we work — Structure

There are five principal branches or sections within the Directorate:

A **Policy and Research Branch** advises on economic, social and justice policy issues. Its research and development functions are the work of a staff of analysts who joined the Directorate from other ministries, bringing with them special expertise in specific women's issues; for example, the social effects of new technology, pension reform, and child care.

The **Consultative Services Branch** is responsible for Ontario's Affirmative Action program, both within government, and in the private sector. Staff consultants provide start-up assistance to organizations establishing equal opportunity and related programs.

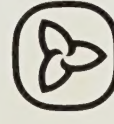
The **Program Development Branch** develops and co-ordinates special programs. Current projects include Open Doors, a Film, software program for schools, and Impact of Technology.

Family Violence initiatives are the function of a separate section which coordinates government responses to domestic violence, develops initiatives, liaises with community groups, and also originates and assesses projects including public education on family violence.

A **Communications Section** coordinates public information, media relations, publications, advertising, speeches, exhibits and special projects concerning women and the Directorate's activities. A Resource Centre on women's issues provides audio-visual and other resources to the public. This section publishes the Ontario Women's Directorate Newsletter.

Staff Contacts

Executive Director	Glenna Carr	965-7805
Executive Assistant	Christine Karcza	965-7805
Communications Section	Lyn Hamilton	965-7768
Policy and Research Branch	Elaine Todres	965-7785
Consultative Services Branch	Lori Riznek	965-0564
Program Development Branch	Alison Roberts	965-1537
Family Violence Initiatives	Shirley Mancino	965-8260
Open Doors Program	Ann Holmes	965-7836
Finance and Administration	Bill Coleman	965-7785
Information and Inquiry		965-4801
Resource Centre		965-1537



Ontario
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Honourable Ian Scott
Attorney General and
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Who we are

The Ontario Women's Directorate is the staff organization within the Government of Ontario that coordinates the development and communication of programs and policies for the women of the province.

Our aim: economic and social equality for women in Ontario.

The first Ontario Minister Responsible for Women's Issues was appointed in May 1983, and the Directorate was formed in June of that year.

What we do

The Directorate has five main objectives:

1. to identify women's issues and priorities;
2. to analyze and evaluate existing and proposed legislation, policies, and programs for their impact on women;
3. to develop and coordinate policy and program initiatives benefiting women;
4. to encourage and act as a resource to public and private sector groups implementing programs benefiting women;
5. to inform the public about women's issues.

Working within government

Many of the issues affecting women relate to the existing policies and programs of individual ministries and agencies in the Government of Ontario. The Directorate works closely with each ministry and agency to identify and analyze issues, and to develop policies, programs and legislation of benefit to women. Every submission to Cabinet for policy and legislative change must now contain a statement of its impact on women.

Policy staff within the Directorate work with their counterparts in other ministries and agencies to identify gaps in existing programs, to point out policies and practices which may inadvertently disadvantage women, and to develop programs which actively assist women in achieving equal opportunity.

Recommendations are made by Directorate staff through the Minister Responsible for Women's Issues to the Cabinet. In addition, the Minister, as a member of key Cabinet Committees also brings forward views and recommendations affecting women. Liaison and cooperation are also carried out with other governments to foster efforts to eliminate discrimination and provide equal opportunities for women.

Working outside the government

The Women's Directorate liaises on an ongoing basis with the Ontario Advisory Council on Women's Issues, women's organizations and individual women on a wide variety of issues. Business, labour and community groups are also consulted to assist in identifying issues, priorities and proposed action. Research funded by the Directorate is communicated to the public, women's groups and special groups to which it is of particular interest.

Our priorities and programs

While all women's issues are of concern to the Ontario Women's Directorate, some priority areas have been identified as a result of a large number of consultations undertaken by the Minister Responsible for Women's Issues in meetings with individual women, women's groups, business, labour, church and education representatives, as well as representatives of other government departments. These programs and priorities include:

Affirmative Action both within the Ontario Public Service which has had affirmative action since 1974, other public sector bodies including educational institutions, and municipalities, and within the private sector;

Other Employment-related Initiatives including training, benefits, and improvement to equal pay legislation;

Income Support including pension reform;

Child Care - including a comprehensive review of provincial child care policies, legislation and services;

Family Violence Initiatives including regional consultations, and a province-wide family violence public awareness campaign;

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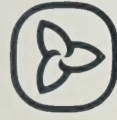
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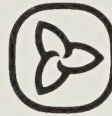


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Ontario Women's Directorate — A brochure on the Ontario Women's Directorate outlining what it is, what it does, how it works.

English
French

Women in the Labour Force — A set of fact sheets on women in the labour force. Circle language desired.

- | | |
|--------------------|-------------------------------|
| English | French |
| • Whole Set | • La série |
| • Fact and Fiction | • Les faits et les mythes |
| • Basic Facts | • Quelques faits |
| • Labour Unions | • Syndicalisation |
| • Child Care | • Services de garde d'enfants |
| • Education | • Education |

Audio-Visual List — A complete list of audio-visual materials, on women's issues, available from the Ontario Women's Directorate.

Publications Order Form — A copy of this list of publications.

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If so, please fill out your address completely. Use street address, not post office box numbers, when available.

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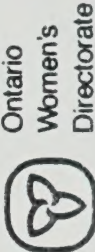
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CAREER OPTIONS	QTY	WORKERS' RIGHTS	QTY	REPORTS	QTY	FAMILY VIOLENCE	QTY
<p>Career Selector — A series of booklets describing more than 150 careers, including information on working conditions, qualifications, training and remuneration.</p> <ul style="list-style-type: none"> • Whole Set • Business/Finance • Health Care • Community Service/Education • Science/Technical • Communication/Creative Arts • Service/Retail • Trades/Industry <p>What Else Can a Woman Be? — A collection of recent newspaper articles about women in a wide range of careers (as in Career Selector series).</p> <p>Job Search — A booklet of helpful hints on how to find a job. Includes work sheets for self-assessment.</p> <p>English French</p> <p>POSTERS</p> <p>I Want to be an Engineer Just Like My Mom</p> <p>English French</p> <p>Dropping Math</p>		<p>Ontario Labour Legislation of Interest to Women — A leaflet summarizing Ontario labour legislation with an emphasis on provisions affecting women.</p> <p>English French</p> <p>Your Rights as a Worker in Ontario — A brochure answering some of the basic questions an Ontario worker may have regarding rights and responsibilities in the workplace.</p> <p>English French</p> <p>Pregnancy Leave in Ontario — A brochure for employers and employees concerning the legal requirements for pregnancy leave.</p> <p>English French Italian Portuguese Spanish Greek</p>	<p>o/p</p> <p>R/V</p>	<p>The Green Paper on Pay Equity — The 1985 report of the Interministerial Task Force on Pay Equity.</p> <p>English French</p> <p>Green Paper Highlights — A brochure highlighting the major findings and issues that are discussed in the Green Paper itself.</p> <p>Employment Equity/Affirmative Action in the Ontario Public Service 1984/85 — The annual report on affirmative action programs and initiatives in the Ontario Public Service for the fiscal year 1984/85.</p>		<p>Let's Break the Silence — A brochure about wife assault which gives general information on the topic and specific advice on how and where to go for help.</p> <p>English French</p> <p>Home is where the hurt is... — A special newspaper insert on family violence produced by <u>topical</u>.</p> <p>POSTERS</p> <p>Keeping Her in Line</p> <p>English French</p>	

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NOTES FOR AN ADDRESS BY
THE HONOURABLE DAVID PETERSON
PREMIER OF ONTARIO

AT THE ACHIEVEMENT IN EMPLOYMENT EQUITY
AWARDS DINNER

TORONTO, ONTARIO
TUESDAY, OCTOBER 8, 1985

CHECK AGAINST DELIVERY

THE AWARDS FOR ACHIEVEMENT IN EMPLOYMENT EQUITY ARE NOT JUST THE GOVERNMENT'S WAY OF SALUTING THOSE WHO HAVE WORKED TO ADVANCE THE CAUSE OF EQUALITY. THEY ARE ALSO OUR WAY OF RECOGNIZING THAT EQUALITY CANNOT BE ACHIEVED BY GOVERNMENT ALONE.

WHEN IT COMES TO DRIVING SOCIETY TOWARD THAT GOAL, THE PRIVATE SECTOR - THE PEOPLE OF THIS PROVINCE - MUST GRAB HOLD OF THE WHEEL. GOVERNMENT CAN ONLY ENSURE THAT THE VEHICLE IS IN GOOD CONDITION.

TONIGHT, I WOULD LIKE TO TALK ABOUT SOME OF THE THINGS THAT NEED TO BE DONE TO MOVE ONTARIO ALONG THE ROAD TO TRUE EQUALITY, SOME OF THE AREAS IN WHICH WE HOPE YOU WILL PARTICIPATE, AND SOME OF THE WAYS IN WHICH WE CAN BE OF HELP.

FIRST, I WOULD LIKE TO TALK A BIT ABOUT THE PRINCIPLES ON WHICH OUR COMMITMENT TO EQUAL RIGHTS IS BASED.

WE BELIEVE IN AN OPEN SOCIETY - ONE OF OPEN CHOICES, AND ONE IN WHICH THE INDIVIDUAL HAS THE ABILITY AND RESOURCES TO MAKE THOSE CHOICES.

EDUCATIONAL, ECONOMIC AND SOCIAL MOBILITY ARE ALL ELEMENTS OF AN OPEN SOCIETY.

THE ESSENCE OF FREEDOM IS THAT EACH OF US SHARES IN SHAPING OUR OWN DESTINY. BUT NOT ALL START OUT ON AN EQUAL FOOTING. THOSE WHO HAVE BEEN LEFT OUT, WE MUST SEEK TO BRING IN. THOSE WHO HAVE BEEN LEFT BEHIND, WE MUST HELP TO CATCH UP.

OUR COMMITMENT TO EQUAL OPPORTUNITY IS A COMMITMENT TO PROVIDING EACH PERSON IN THIS PROVINCE WITH AN EQUAL CHANCE AT THE STARTING LINE, AND AN EQUAL CHANCE TO GO AS FAR AND AS FAST AS THEIR ABILITIES WILL TAKE THEM.

SOME MAY FEEL THREATENED AS WE SEEK TO INCLUDE THOSE WHO HAVE BEEN EXCLUDED. IT IS GOVERNMENT'S JOB TO MAKE CLEAR HOW ALL BENEFIT WHEN ALL ARE ENCOURAGED TO MAKE FULL USE OF THEIR POTENTIAL.

IN ORDER TO STRENGTHEN OUR ABILITY TO COMPETE, WE NEED TO INCREASE OUR PRODUCTIVITY AND ENSURE MAXIMUM USE OF OUR TALENTS. MEASURES TO ENCOURAGE EQUAL OPPORTUNITY CAN ENHANCE THESE OBJECTIVES.

EQUAL OPPORTUNITY FOR WOMEN CAN TAP THE FULL POTENTIAL OF 52 PER CENT OF THE POPULATION.

IT CAN INCREASE JOB MOTIVATION, DECREASE TURNOVER, AND ALLOW FIRMS TO FILL MORE POSITIONS FROM WITHIN.

THE GOAL OF EQUAL OPPORTUNITY HAS BEEN WIDELY ACCEPTED FOR YEARS. WHAT HAS CHANGED IN RECENT TIMES HAS BEEN OUR UNDERSTANDING OF HOW TO ACHIEVE IT.

IN THE 50s, 60s AND 70s, GOVERNMENTS ADDRESSED THE ISSUE OF OVERT DISCRIMINATION. LAWS WERE PASSED TO PROHIBIT DISCRIMINATION IN HIRING, AND TO REQUIRE EQUAL PAY FOR EQUAL WORK.

BUT WHEN BARRIERS HAVE BEEN IN PLACE FOR DECADES, IT IS NOT ENOUGH TO SIMPLY REMOVE THEM. SOMETIMES THEY TAKE ON A LIFE OF THEIR OWN.

IN THE MID-SEVENTIES, IT BECAME APPARENT THAT POSITIVE STEPS WERE NEEDED, AND AFFIRMATIVE ACTION WAS BORN.

AFFIRMATIVE ACTION, OR EMPLOYMENT EQUITY, CAN BOAST MANY ACCOMPLISHMENTS.

LESS THAN TWO DECADES AGO, IN 1967, THE AVERAGE ANNUAL EARNINGS OF WOMEN IN THE ONTARIO LABOUR FORCE CAME TO JUST UNDER 44 PER CENT OF THE EARNINGS OF MEN. BY 1982, IT HAD REACHED 54 PER CENT. IN 1967, 40 PER CENT OF WOMEN IN THIS PROVINCE PARTICIPATED IN THE WORKFORCE. BY 1982, THE RATE HAD RISEN TO 56 PER CENT.

AFFIRMATIVE ACTION HAS HELPED. BUT THERE ARE STILL WIDE GAPS IN WAGES AND OPPORTUNITIES.

IT IS OUR TASK TO ELIMINATE THOSE GAPS AND EQUALIZE THOSE OPPORTUNITIES. THAT IS WHY WE ARE FULLY COMMITTED TO EMPLOYMENT EQUITY.

WE COULD BEST DO THAT BY ADHERING TO TWO PRINCIPLES. ONE, WHERE POSSIBLE, EQUALITY SHOULD BE ADVANCED THROUGH COOPERATION AND CONSULTATION WITH BUSINESS, LABOUR, WOMEN, AND GOVERNMENT. TWO, EQUALITY CAN ONLY BE ACHIEVED THROUGH A WIDE RANGE OF MEASURES, DEALING WITH EQUITABLE PAY, TRAINING PROGRAMS, AND CHILD-CARE FUNDING AS WELL AS OPPORTUNITIES FOR JOBS AND JOB ADVANCEMENT.

SOMETIMES ONE HAS TO START WITH SYMBOLIC STEPS. CONSIDER THE NEED FOR CHILD-CARE FACILITIES. RECENT STATISTICS INDICATE THAT 85 PER CENT OF SINGLE-PARENT FAMILIES IN CANADA ARE HEADED BY WOMEN, AND 60 PER CENT LIVE BELOW THE POVERTY LINE. IN HER RECENT ROYAL COMMISSION REPORT, JUDGE ROSALIE ABELLA DESCRIBED CHILD CARE AS "THE RAMP THAT PROVIDES EQUAL ACCESS TO THE WORKFORCE FOR MOTHERS."

CLEARLY, GOVERNMENT MUST TAKE THE LEAD IN PUTTING THAT RAMP IN PLACE. THAT IS WHY ONE OF MY GOVERNMENT'S FIRST ACTIONS WAS TO ARRANGE FOR A CHILD-CARE CENTER AT QUEEN'S PARK.

WE REALIZE THAT GOVERNMENT WILL HAVE TO DO MUCH MORE - TO PROVIDE CHILD-CARE FACILITIES TO THOSE WHO CANNOT AFFORD THEM, AND TO ENCOURAGE THE PRIVATE SECTOR TO MAKE SUCH FACILITIES A PART OF THE WORKPLACE. BUT AS AN INITIAL STEP WE ARE PLEASED TO SET A POSITIVE EXAMPLE WHILE PROVIDING AN IMMEDIATE BENEFIT TO OUR OWN EMPLOYEES.

ANOTHER AREA WHERE GOVERNMENT ACTION IS CLEARLY NEEDED IS IN ENSURING THAT WOMEN RECEIVE EQUAL PAY FOR WORK THAT IS EQUAL IN VALUE TO THAT PERFORMED PREDOMINANTLY BY MEN.

DESPITE SOME POSITIVE ACTION PROGRAMS THAT HAVE BEEN IN PLACE FOR YEARS, AND EQUAL PAY LAWS THAT HAVE BEEN ON THE BOOKS FOR DECADES, THE AVERAGE WAGE FOR WOMEN IN ONTARIO'S FULL-TIME WORKFORCE IS STILL ONLY 63 PER CENT OF THE AVERAGE FOR MEN. WOMEN CONTINUE TO WORK PREDOMINANTLY IN AREAS WHICH HAVE BEEN UNDERVALUED COMPARED TO OTHERS.

THAT IS WHY OUR GOVERNMENT STANDS COMMITTED TO THE PRINCIPLE OF EQUAL PAY FOR WORK OF EQUAL VALUE. THAT IS WHY WE ARE COMMITTED TO INTRODUCING THE PRINCIPLE IN THE PUBLIC SERVICE - COVERING 80,000 WORKERS - AND ISSUING A GREEN PAPER TO DISCUSS WAYS OF IMPLEMENTING IT ACROSS THE BOARD.

THAT DISCUSSION PAPER WILL BE TABLED IN THE LEGISLATURE THIS FALL. PUBLIC CONSULTATION MEETINGS WILL BE HELD IN SEVERAL CENTERS ACROSS THE PROVINCE.

WE ARE ANXIOUS TO HEAR ALL POINTS OF VIEW ON THIS ISSUE. WE DO NOT UNDERESTIMATE THE DIFFICULTIES OF IMPLEMENTING AN EQUAL VALUE SYSTEM, AND WE ARE COMMITTED TO MAINTAINING ONTARIO'S COMPETITIVE POSITION. BUT WE WILL NOT FORSAKE AN IMPORTANT PRINCIPLE JUST BECAUSE IT MAY ENTAIL DIFFICULTIES. IN THE WORDS OF WINSTON CHURCHILL: "DIFFICULTIES MASTERED ARE OPPORTUNITIES WON."

AT THE SAME TIME, WE MUST DEVELOP NEW WAYS TO INCREASE ACCEPTANCE OF EMPLOYMENT EQUITY.

LAST YEAR, AT THE REQUEST OF THE PRIVATE SECTOR, THE ONTARIO WOMEN'S DIRECTORATE PROPOSED SEVERAL PRINCIPLES TO FORM THE BASIS OF AN AGENDA FOR EMPLOYMENT EQUITY PROGRAMS. IT WAS DISTRIBUTED TO 300 PRIVATE-SECTOR EMPLOYERS, 10 EMPLOYER ASSOCIATIONS AND SEVERAL WOMEN'S ORGANIZATIONS AND LABOUR UNIONS.

TONIGHT, I AM PROUD TO ANNOUNCE A FINAL VERSION OF THAT POLICY STATEMENT, A SEVEN-POINT AGENDA ENDORSED BY THE VAST MAJORITY OF THOSE FIRMS, ORGANIZED LABOUR AND OTHER ORGANIZATIONS.

IT WILL PUT EMPLOYERS - WHO SIGN - ON RECORD AS SUPPORTING EMPLOYMENT EQUITY, AND THE EQUAL TREATMENT PRINCIPLES OF THE ONTARIO HUMAN RIGHTS CODE.

SPECIFICALLY, IT COMMITS EMPLOYERS TO:

- 1) REVIEW AND EVALUATE REGULARLY EMPLOYEE HIRING AND PROMOTION PROCEDURES TO ENSURE THAT STANDARDS, TESTS, AND OTHER SELECTION CRITERIA DO NOT INADVERTENTLY LIMIT OPPORTUNITIES FOR WOMEN.
- 2) IDENTIFY AND CHANGE HUMAN RESOURCES POLICIES AND PRACTICES THAT MAY PREVENT OR LIMIT THE PROVISION OF EQUALITY IN EMPLOYMENT FOR WOMEN IN HIRING, PROMOTION, TRAINING AND WORKING CONDITIONS.

IN ORDER TO PROMOTE THE POLICY STATEMENT, AND ENCOURAGE ADOPTION OF ITS PRINCIPLES, OUR GOVERNMENT WILL OVER THE NEXT FEW WEEKS TAKE TWO FURTHER STEPS:

FIRST, WE WILL INVITE KEY EMPLOYERS AND LABOUR LEADERS TO PARTICIPATE IN AN EMPLOYMENT EQUITY ROUND TABLE - AN ONGOING EFFORT TO DEVELOP METHODS TO ENCOURAGE PROGRAMS IN THE PRIVATE SECTOR.

UNDER THE DIRECTION OF THE MINISTER RESPONSIBLE FOR WOMEN'S ISSUES, THE ROUND TABLE WILL MEET REGULARLY TO DEVELOP WAYS TO ENCOURAGE ADOPTION OF EMPLOYMENT EQUITY PROGRAMS, AND ASSESS THEIR EFFECTIVENESS.

SECONDLY, WE WILL SUPPORT EMPLOYMENT EQUITY DEMONSTRATION PROJECTS, BASED IN THE PRIVATE SECTOR, TO PRODUCE VALID EXAMPLES AND INFORMATION THAT CAN BE SHARED THROUGHOUT THE PROVINCE.

SUCH PROJECTS WILL PROVIDE AN OPPORTUNITY TO DEVELOP, REFINE AND ADAPT INITIATIVES TO THE CONSTRAINTS FACED IN THE BUSINESS ENVIRONMENT.

MY COLLEAGUE THE ATTORNEY GENERAL AND MINISTER RESPONSIBLE FOR WOMEN'S ISSUES WILL HAVE MORE TO SAY ABOUT THESE INITIATIVES SHORTLY AFTER THE LEGISLATURE RESUMES SITTING NEXT WEEK.

IN ATTEMPTING TO REACH THE GOAL OF EQUALITY, WE ALL HAVE A JOB TO DO. I CONGRATULATE ALL OF YOU WHO ARE BEING HONORED TONIGHT ON YOUR CONTRIBUTION.

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THE ONTARIO WOMEN'S DIRECTORATE

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The Women's Directorate liaises on an ongoing basis with the Ontario Advisory Council on the Status of Women, women's organizations and individual women on a wide variety of issues. Business, labour and community groups are also consulted to assist in identifying issues, priorities and proposed action. Research funded by the Directorate is communicated to the public, women's groups and special groups to which it is of particular interest.

OUR PRIORITIES AND PROGRAMS

While all women's issues are of concern to the Ontario Women's Directorate, some priority areas have been identified as a result of a large number of consultations undertaken by the Minister Responsible for Women's Issues in meetings with individual women, women's groups, business, labour, church and education representatives, as well as representatives of other government departments. These programs and priorities include:

- ✓ **AFFIRMATIVE ACTION** both within the Ontario Public Service which has had affirmative action since 1974, other public sector bodies including educational institutions, and municipalities, and within the private sector;
- ✓ **OTHER EMPLOYMENT-RELATED INITIATIVES** including training, benefits, and improvement to equal pay legislation;
- ✓ **INCOME SUPPORT** including pension reform;
- ✓ **CHILD CARE** – including a comprehensive review of provincial child care policies, legislation and services;
- ✓ **FAMILY VIOLENCE INITIATIVES** including regional consultations, and a province-wide family violence public awareness campaign;
- ✓ **JUSTICE-RELATED INITIATIVES**, such as the Family Law Reform Act, and the Federal Charter of Rights and Freedoms.
- ✓ **OPEN DOORS**, a program in which women in non-traditional careers go into the schools in the guidance program to talk to Grades 7 and 8 boys and girls about their careers, to serve as a "role model", and
- ✓ **JOBS FOR THE FUTURE: WOMEN, TRAINING AND TECHNOLOGY**, a series of regional consultations and a major conference which focus on the new technology, and the employment opportunities for women in it.

Employment Equity

Means Business

A MESSAGE TO EMPLOYERS FROM THE HONOURABLE IAN SCOTT



The Honourable Ian Scott, Q.C.
Attorney General and
Minister Responsible for Women's Issues



Women are integral to Canada's economy and its economic performance. Their increasing presence in the labour force is one of the most striking changes in our society today.

Currently, women represent 43% of the labour force in Ontario. It is projected by 1987, 60% of all women will be in the labour force - an increase of 3.1% from 1983. During this decade 70% of new labour force entrants will be female.

If Ontario businesses are to remain competitive and productive, they will need to adapt to this significant increase in women's participation in the labour market. An Employment Equity approach to human resource planning will assist employers to attract and retain skilled workers. This booklet reviews Employment Equity initiatives undertaken by five of Ontario's successful corporations. These companies understand the benefits to be gained by ensuring an equitable workplace and are speaking out about their results.

The Government of Ontario is committed to Employment Equity. We are making substantial investments in education and training, increasing child care facilities and assisting employers with Employment Equity planning. The record of the five employers discussed here will convey some of the facts about the benefits of Employment Equity planning to Ontario businesses so that they, in turn, may examine their organizations, determine where improvements are required and set their objectives to achieve results.

Employment Equity will become a reality when the workplace skills of both men and women are fully utilized by employers. This goal will require planning and commitment to change, but the benefits will greatly compensate the effort. We must work together to ensure Employment Equity is achieved.

Five Noteworthy Companies

■ Spar Aerospace Limited is a Canadian shareholder owned company with products and services in the space, communications, defense, teleoperator and aviation markets. The company employs over 2,170 people, including approximately 600 engineers and technicians.

■ Savage Shoes Limited was founded in 1926 and its operations in Cambridge, Fergus and Montreal produce over 1,200,000 pairs of shoes annually. Eighty percent of Savage's labour force of 450 is female and 50 employees have been with the company for over 10 years.

■ Imperial Oil Limited, established in 1880, is Canada's oldest energy company and one of the country's largest industrial corporations. Operations are managed through Esso Resources Limited, Esso Petroleum Canada and Esso Chemical Canada.

■ The Mutual Life Assurance Company of Canada is Canada's second oldest life insurance company. The company has more than forty-five billion dollars of life insurance in force and over six billion dollars in assets. Its yearly premium income is in excess of one billion dollars. Mutual Life employs 2,200 people with over 1,400 sales agents and branch managers across Canada.

■ Miracle Food Mart operates 74 grocery stores in Ontario, employing over 6,400 men and women.

SPAR AEROSPACE LIMITED



Exploring space from a sound management base.

Spar Aerospace Limited earned worldwide recognition when it put Canada into space as the designer/builder of NASA's space shuttle arm.

Spar has had a policy of non-discriminatory hiring for many years. However, senior management recognized that this policy might not adequately deal with systemic discrimination. Under the direction of President Don Pollock, Spar tackled this problem by formulating an Employment Equity Policy.

The Employment Equity policy is a corporate environment of Spar. Its approach puts great emphasis on executive commitment and leadership, keen sense of involvement by the line organization and understanding and acceptance by all levels of management.

To ensure that the policy meets its objectives, a Corporate Employment Equity Council was established. It is comprised of Senior Divisional and Corporate Management, Human Resources Management serves as a consulting role so that the responsibility and ownership of policies will remain with Senior Divisional Managers. Each Division and the Corporate Office has established its own committee to implement the employment equity activities so that the decentralized structure of Spar and autonomy of each Division is enhanced by the process.

The emphasis on managerial responsibility is the key to Spar's Employment Equity thrust. Top management's commitment is reflected at every level of the organization. Enthusiastic support at the senior level is essential if Employment Equity is to be fully integrated into Spar in a way that pays off for all applicants and employees, as well as for the company as a whole.

SAVAGE SHOES LIMITED



By making full use of all available talent - male and female - Savage Shoes has enjoyed a significantly reduced labour turnover. Women look at Savage as a company with career opportunities... offering more than just a job.

Savage Shoes Limited has a long history of employing women. In 1926, the company's first female employee was hired. Over the years, the company has continued to expand its workforce to include more women in various roles, from production to management.

THE RESULTS ARE IMPRESSIVE
Significant savings have been realized through reduced labour turnover. The company has also seen an increase in productivity and a more stable workforce.

Today, one quarter of the Company's management positions are being filled by women. As well, 50% of the non-traditional jobs as cutters and last operators. This percentage is particularly significant as in the Ontario labour force women hold only 10% of non-traditional jobs.

Savage Shoes Limited was one of the first companies to do something about achieving Employment Equity. The commitment to staff, coupled with the company philosophy that skilled and trainable people are its major asset, certainly contributed to the successful success of this Canadian organization.

IMPERIAL OIL LIMITED



This company has earned the reputation of being a fair and enlightened employer and does not intend to lose that good name.

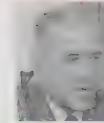
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MUTUAL LIFE ASSURANCE



Programs such as our child care facilities are part of Mutual Life's philosophy that an employee-oriented corporate culture attracts talented and skilled people... and we do.

Mutual Life established an on-the-job child care facility in 1982 after surveys of the 1,100 member staff showed that 75% of them had children under the age of 12. The facility is located in a new church adjacent to Mutual Life's headquarters. It was renovated by the company. It currently cares for 10-15 youngsters aged 2 1/2 to 5 years. The facility is open from 7:30 a.m. to 5:30 p.m. and the Centre operates on a break-even basis.

A recent Harris Poll published in *Business Week Magazine* indicates that the majority of corporate human resource executives expect to be providing some kind of child care service for their employees in the near future.

There are a number of child care options available to employees. In those employees that are involved in providing these options overwhelmingly report that it advances management aims and has corporate pay-offs.

Certainly Mutual Life remains enthusiastic and supportive of the venture. Don Goodwin, Mutual Life Manager of Staff Services says:

Company policies that recognize parental responsibilities contribute to an employee's ability to work unimpeded by concerns over the welfare of their children.

MIRACLE FOOD MART



At Miracle Food Mart we are able to achieve our commitment to convenient customer service while at the same time increasing the options for our women employees who wish to combine their family responsibilities with work in the paid labour force.

**FLEXIBLE WORKING CONDITIONS
(A BENEFIT EVERYONE CAN ENJOY)**

For the past decade flexible working hours at Miracle Food Mart have been integral to operations, fulfilling both company and employee needs. A department is able to plan its labour schedule to meet the work flow. The staff then have the freedom, given the work volume and hours within which service is to be provided, to arrange their hours of work to suit their personal needs.

The benefits of this flexibility extend beyond the obvious.

Employee and management discussions that originally focussed on flexible working hours generalized to other matters, increasing levels of communication and team work.

Supervisors entertain and implement employee suggestions that reorganize the work more efficiently. Absenteeism and staff scheduling problems have been reduced.

Employee morale is improved through the enhanced quality of the working environment.

The flexible working hours initiative successfully implemented at Miracle Food Mart should be of interest to all companies where customer service is the competitive issue. Staff scheduling options allow companies to provide additional service at peak times or at times that are more convenient to the public.

For the many Ontario businesses committed to innovation, exploring the potential of flexible working conditions such as job sharing, part-time work and work at home could provide a key to improved fiscal performance, increased employee commitment, and a dramatic rise in productivity.

EMPLOYMENT EQUITY IS EVERYBODY'S BUSINESS

Has your organization made a commitment to provide an environment of equity for its employees? Are you . . .

DEMONSTRATING COMMITMENT

Demonstrating tangible evidence of corporate commitment to Employment Equity by issuing a policy statement and designating senior level responsibility.

TAKING ACTION

Analyzing your work place, setting goals and objectives which address the problems identified and ensuring management accountability for results.

MONITORING RESULTS

Monitoring progress through established measurement systems and making any necessary adjustments to the Employment Equity Plan.

DEMONSTRATING ACHIEVEMENTS

Documenting results that show positive changes in the representation of women at all organizational levels, bias free employment practices and policies of the company, and a reduction in the wage gap between men and women.

The Ontario Women's Directorate is the staff organization within the Government of Ontario that co-ordinates the development and communication of programs and policies for the women of the province. Its aim is economic and social equality for women in Ontario.

The Consultative Services Branch of the Directorate specializes in the area of Employment Equity. Professional staff provide employers with expertise to assist them in planning and implementing Employment Equity Programs.

For more information please complete, tear along perforation and mail to:

Ontario Women's Directorate
Consultative Services Branch
4th Floor, Mowat Block
900 Bay Street
Toronto, Ontario
M7A 1C2
(416) 965-0564



Ontario
Women's
Directorate

Honourable Ian Scott Q.C.
Attorney General and
Minister Responsible
for Women's Issues

ORGANIZATION

NAME

TITLE

ADDRESS

We would like more information about how to start an Employment Equity program within our organization.

Yes ☐ No ☐

Our company has an Employment Equity program and would like developmental assistance and/or information.

Yes ☐ No ☐

Our organization would like to share the success of our Employment Equity policies and initiatives.

Yes ☐ No ☐

Comments/Questions

CARON
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Government
Publications



Notes For Remarks

BY

Dr. Lori Riznek

Director, Consultative Services

Ontario Women's Directorate

To The

Seminar on Employment Equity

at

The McGill Club, Toronto

Good morning Ladies and Gentlemen.

I am glad that Senator Lorna Marsden preceded me this morning because it fell to her to tackle the tough political issues surrounding employment equity. My job is easier. I want to talk to you about the second stage of the contemporary women's movement.

What is the second stage? Well, last year, Gloria Steinem, the woman who coined the term "Ms." told author Betsy Carter that the second stage is the time for structural change. She said:

"We accept the idea of equal pay; we don't have the reality of equal pay. We accept the idea of equal parenthood; we don't have the possibility of equal parenthood as a real choice."

According to Steinem, the second stage is where we see these structural changes take root. The second stage comes as the natural consequence of the change in society's attitudes that preceded it.

Employment Equity initiatives are a very real part of that second stage. In fact, employment equity is one major way of putting society's changed attitudes into action - by seeing that women take their place in the workforce as equals. Because we can not point to changed attitudes, part of our job as human resources practitioners is to implement employment equity. We need to make it a working, accepted

part of the human resources framework in every organization in the province. And that is exactly the direction of Ontario's employment equity policy.

The shift into that second stage is evident here, in Ontario, in the public and private sectors. Already the provincial government is progressing from its role as an active role model with its own internal employment practices to a new leadership role as a guiding force to the private sector.

The Consultative Services Branch of the Ontario Women's Directorate is in the thick of the action because of the government's desire to lead the way. It is my branch that is expected to respond to those employers who ask our assistance to initiate, improve and implement their employment equity programs. Since Grey Cup weekend is barely past, I'll use a football analogy. We'll provide coaching to the private sector - on the understanding that they'll run the plays.

We already have some fairly serious legislative backing for employment equity. It's illegal for employers to discriminate on the basis of gender according to the Ontario Employment Standards Act, the Ontario Human Rights Code and the Federal Charter of Human rights. They also permit affirmative action/employment equity programs for catch-up purposes to deal with the historical results of past discrimination.

That legislation tackles obvious, blatant discrimination. But, there is another kind of discrimination that is much harder to address. For lack of a better phrase, it has become known as "systemic discrimination". This is the kind of discrimination that is built in to the way we do things. You discover the existence of this type of discrimination by examining the impact on a particular group, by looking for a cumulative, negative effect.

For instance, the "Consolidated" company has plenty of women workers ... but no female managers. "Consolidated" doesn't openly prevent women from applying for management jobs. It's just that their managers have to have a university degree. "Consolidated" thinks it builds character to send their new managers on a six-month tour of duty to all their outlets and has them work a series of rotating shifts in their new plant so they'll get to be on a first name basis with the foremen. "Consolidated" thinks it is doing quite well, because they have a few female supervisors, and after all, it's not their fault if no women apply for management jobs ... and of course, the few that do have to face some pretty tough male competition.

You may recognize the "Consolidated" company. Lily Tomlin, Dolly Parton and Jane Fonda worked for "Consolidated" in the movie **Nine to Five**. You may also remember that while their boss was "tied up" they brought in equal salaries, day care, more part-time work, better benefits, job sharing, flex time, and they hired disabled and minority workers. The result was greatly increased productivity and a lower absentee rate.

Without hitching them to a hang glider harness and a garage door opener, we'd like to have Ontario employers recognize that practices which effectively block the way for women, even unwittingly, still amount to discrimination. Judge Rosalie Abella explained in her Commission's report that there are two aspects to "systemic discrimination". The first of these is that it is characterized by systems primarily designed for white, able-bodied males. The second is that it usually results in practices based on white able-bodied males' perceptions of everyone else.

To help Ontario's employers address the challenge of "systemic discrimination" we developed a policy statement on employment equity for endorsement by the chief executive officers of Ontario companies.

Reaction to the policy statement will go a long way towards helping us know where we stand on employment equity with Ontario's employers. We will know how many employers are prepared to commit to it - and do something about it. A few employers are already actively pursuing the principles we outline in the statement, but even fewer publicize the fact. A very few employers actually advertize their enlightened human resources policies as a means of attracting the best employees. You'll see some examples of organizations that do have enlightened human resource policies later, in a short video presentation called **Employment Equity Means Business.**

The policy statement calls on employers to review their practices to detect discrimination - whether deliberate or

inadvertant. It asks them to change such limiting policies, and actively seek qualified women for new positions and training opportunities. It urges employers to collect data on the status of their female employees so that progress toward employment equity can be monitored. It asks that senior management be responsible for the monitoring and it requires the company to communicate its employment equity policy both to its staff, and to the public. I'd like to invite you to take a copy of the statement with you. I brought a good stock along today.

The policy statement communicates what the government means by employment equity. And, the Minister Responsible for Women's Issues, the Honourable Ian Scott, has high expectations on the message getting through. He fully expects that chief executive officers will sign and return these statements. The percentage of employers that do respond will in turn give the government a better idea of the status of employment equity amongst Ontario's companies. Essentially, the policy statement also works as a "gauge". This "gauge" then helps determine the pace at which other legislative action against discrimination should be phased in.

Before endorsing the statement, I would hope that employers are fully aware of the commitment they are making to employment equity. And, by signing the statement, each employer should be aware that measures need to be taken within the organization to live up to the commitment. As with any pledge, it will be difficult to live up to the

promise without some help. This is where the Consultative Services Branch can assist those employers ... by offering help to recognize the problems ... and help in implementing the solutions.

Some organizations, as I mentioned, may be completely unaware that their practices are limiting the hiring and advancement of women. And, because so few employers make a habit of trumpeting their success through employment equity measures, there is a distinct lack of private sector role models to emulate.

Every organization is different, so the practices that hold women back can take a hundred different forms. You may think the examples I have given you from the fictional "Consolidated" company are extreme.

How about the company that makes advancement dependant on a training course - and then schedules it so that it is impossible for someone with the primary responsibility for small children to take part?

How about the company that never stops to consider that ten years as a supervisor might give an employee equivalent value to her employer as somebody with a university degree?

How about the company that never considers upgrading a junior employee to replace a senior one during a vacation period, yet always brings in someone else from another department, year after year.

These practices can even boil down to little sins of omission. How about a company that never questions the evaluation of an employee even after years of experience. It can be as simple as saying "how can X claim that Y has no organizational skills - she organizes the payroll for 300 employees every week, looks after all the computer orders, doublechecks all the invoices, looks after import and export problems ..." and so on.

As you can probably tell, a good deal of what I am describing is simply the absence of already well accepted human resources practices that can make for a better employment equity environment. Many organizations are not aware of their problems because they have nothing to monitor - they lack the most fundamental job and performance evaluation procedures, let alone the more advanced innovations like secondments, day care or flex-time.

The Consultative Services Branch is here to offer assistance to employers who want to re-evaluate their human resource planning and overall strategic planning to include employment equity.

My branch has prepared a series of intensive two-and-a-half day seminars to assist employers and their human resource practitioners who want guidance. A resource manual titled **Achieving Employment Equity** is provided to the participants. I brought samples for you to have a look at.

This resource material is developed with the understanding that every company has a unique character as a

result of its size, its age, its unions and its methods of operation. And we are aware that every organization will likely have a special set of problems requiring an equally special set of solutions.

There are however, a few essential components to every successful employment equity strategy. The first of these is a **corporate demonstration of commitment**, preferably by issuing a policy statement - like the one we have designed - and designating senior level responsibility for its achievement.

The second step is **taking action**. The corporation analyzes its workforce, sets goals and objectives in response to the problems they identify, and then ensures management accountability for those results.

The next step is **monitoring the results**. The only way to ensure that the corporate plan is working, and to ensure that good intentions don't die on the vine, is a series of check-ups. This means keeping track of women employees, their positions, their salaries and so on. It means examining who some departments are meeting their goals while others are lagging behind. Occasionally it means throwing out a method that doesn't work and replacing it with another that does.

Finally, in order to be successful, the **results must be documented** and the **achievements demonstrated**. The type of achievement I'm talking about doesn't mean appointing a few highly visible female board members. It means significant

improvement in the representation of women at all levels of the corporation - and it means that the company has flushed out discriminatory and limiting employment practices. You will see some examples of real corporate achievement demonstrated in our video presentation.

I cannot stress enough that the commitment to employment equity must come from the top. Most senior executives today are aware of the issues surrounding employment equity. And yet these same well informed people don't see it as an urgent problem within their own organizations. As a result, progress in the private sector, and parts of the public sector, is slow.

There are only 200 private sector companies in Ontario that we know have introduced employment equity initiatives -- and we aren't certain just what these initiatives are. Ontario has in the range of 3500 companies with more than 100 employees -- so there is a great deal of room for improvement.

The government of Ontario is aware of the economic pressures facing our private sector. At a time when many companies are placing restraints on hiring and promoting early retirement, employment equity falls low on most corporate agendas.

We would like to do all we can to raise it up on every corporation's strategic plan...because it is clearly near the top of some other agendas, notably the ones held by the people and the legislators of Ontario.

And there is a great deal of progress that can be made on a purely voluntary basis by companies that want to get their agendas in step with the rest. The extent to which employment equity is instituted voluntarily will also doubtless have an effect on the timing and extent of any mandatory measures to deal with discrimination.

The government of Ontario is also aware of the pressure that is being brought to bear on the private sector by different levels of government that are trying to promote employment equity. The private sector is now facing a mixed set of expectations from the federal, provincial and municipal governments.

As you may know, the Federal Minister of Employment and Immigration has tabled a six-part program affecting Crown corporations, federally regulated businesses with more than 100 employees, and companies with government contracts over \$200,000. Such companies are required to develop employment equity plans for their organizations. This program is stipulated in Bill C-62, the federal equality in employment Bill which received second reading in the House of Commons.

Employers who fall into the federal categories will not only have to bring in employment equity measures to assist women. The Federal requirement also calls on these companies to devise approaches to address the needs of other target groups -- such as native Canadians, visible minorities and the disabled.

In addition, some municipalities are now beginning to consider contract compliance as a method of promoting employment equity. The City of Toronto is instituting contract compliance with its suppliers as of January 1986 for a two year period.

Because of the different set of expectations facing private sector employers, the Ontario government is moving cautiously and carefully in this area. A great deal of consultation will accompany the government's efforts. The work to promote employment equity will continue with these, and a number of other important factors, in mind.

What other factors? Well, virtually every workplace issue impacts on employment equity. For instance, companies with unionized employees may find varying degrees of openness to employment equity legislation.

While the Ontario Federation of Labour has been outspoken in its support of such legislation, some union locals may see the principles of employment equity as a threat to seniority -- at a time when seniority is even more important due to our climate of cutbacks and lay-offs.

With all of these factors bearing on the future of employment equity, it is understandable that the public and private sectors alike are confronted with a sometimes confusing set of demands. Yet I want to emphasize that time does not stand still. While these issues develop, the Ontario government is going ahead with the principle of pay equity for its workers. There will be discussion on pay

equity this afternoon during which the government's Green Paper will be thoroughly discussed.

Part of the role of a Green Paper is to stimulate public discussion of matters of vital interest to the public at large. The private sector, is certainly not excluded from this consultation process, on the contrary it has an important role to play. Key employers and labour leaders in the province are being invited to participate in an employment equity round table. This group will meet regularly under the direction of the Minister Responsible for Women's Issues, the Honourable Ian Scott. They will work on ways to encourage the adoption of employment equity programs and assess their effectiveness. Our hope is that this highly visible group will market the concept to their peers.

I mentioned earlier that there are precious few companies with solid employment equity programs that others can emulate. That is why the Ontario Women's Directorate will be co-operating with some private companies on employment equity demonstration projects. There will be five such projects operating under the name of **Employment Equity Change Agents**. The intention of these projects is to devise, in conjunction with the private sector, employment equity measures that can be implemented within the constraints of the business environment.

The Directorate will do the overall co-ordination on the projects. We will develop a list of potential demonstration projects in consultation with employers. We

anticipate that the type of projects we'll see evolve will include accelerated career development programs, job bridging or job sharing programs, innovative recruitment techniques to place women in non-traditional jobs or the introduction of high technology into an organization in a manner that enhances the status of women.

We anticipate that once these projects are up and running they'll produce the kind of examples and resource information that can be shared by private sector employers across the province. We are very conscious of the need to work with the private sector to create programs with private sector appeal.

We are well aware of the old saw that says "Sure, employment equity is fine in a government department...but let's see it up against market realities in a shop that actually puts out a product and brings back a profit." With the help of some successful demonstration projects, we hope to lay that kind of thinking to rest.

The goal is to prove without a doubt that employment equity initiatives are more than just effective in the marketplace -- they are essential -- and that employment equity makes for good business and good human resources management.

As part of the province's effort to provide recognition of companies with good employment equity track records, and indeed in the hopes that other employers would seek to emulate them, the Ontario Women's Directorate created an annual "Achievement in Employment Equity Award."

Last year, two public sector and two private sector employers were honoured. This year there were three winners from the private sector and one from the public sector. They were: manufacturers Life Insurance Company, The Toronto Board of Education, Westinghouse Canada Incorporated, and Mutual Life Assurance Company of Canada. The short audio visual presentation you are about to see shows their varied but successful approaches to employment equity.

The direction of Ontario policy on employment equity is to ask employers to open their human resources cupboards for a thorough airing. I might add that it asks the same of unions who are also examining their side of the equation for ways to promote the concept.

The direction of Ontario policy on employment equity is to call on employers to make new commitments on the hiring, training and promotion of women.

As I mentioned at the outset of my remarks, we are now into a time of structural change regarding women's place in society. The majority of Ontario's citizens are in favour of positive changes that will see women take an equal place in the workforce. It is my job and that of the Consultative Services Branch of the Ontario Women's Directorate to give employers every assistance in making that a reality.

To be following by:

- Video presentation - "Employment Equity Means Business".
- Question and answer session.

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POLICY STATEMENT ON EMPLOYMENT EQUITY

Government
Publications

Name of Organization

fully supports employment equity, and provides equal treatment in employment without discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, handicap, age, family status, marital status, or record of offences, as required by the Ontario Human Rights Code.

Name of Organization

believes that employees should be hired and promoted based on merit.

We are committed to undertaking initiatives to ensure equality in employment for all people, including the following measures that will lead to employment equity for women:

- review and evaluate regularly employee hiring and promotion procedures to ensure that standards, tests, and other selection criteria do not inadvertently limit opportunities for women;
- identify and change human resource policies and practices that may prevent or limit the provision of equality in employment for women in hiring, promotion, training and working conditions;
- actively seek qualified women and encourage them to compete for all available positions and training opportunities;
- collect information on women's participation in the workplace, and ensure that progress is made in recruiting and promoting qualified women into job categories where they are underrepresented;
- consider parental and other family responsibilities when establishing working conditions and benefits;
- have senior management monitor progress and conduct regular reviews to ensure that employment equity practices are being implemented;
- communicate the company's employment equity policy to all staff and to the public in order to provide leadership and an example of positive results.

This Policy has the full support of the management of:

Name of Organization

Chief Executive or Elected Officer

Date

The Province of Ontario seeks the participation of employers in measures to achieve employment equity for women. We encourage employers and employees to work together to develop and implement appropriate measures. The above Employment Equity Policy was developed by the Office of the Minister Responsible for Women's Issues through the Ontario Women's Directorate, in conjunction with employers and associations, to provide a statement of principles and a commitment to action.



Ontario

1984 EMPLOYMENT EQUITY AWARD WINNERS

WARNER-LAMBERT CANADA INC.

- Warner-Lambert was one of the first companies in Ontario to publicly announce its affirmative action program (in 1975), and affirmative action is one of its top ten corporate goals.
- Between 1975 and 1983, women's share of supervisory management positions rose from 18% to 32%.
- Women now hold 10% of all executive positions.
- The female turnover rate has been reduced 20% since the program began.
- Supportive benefits and working conditions include: six months paternity leave, six months adoptive leave, flextime, job bridging (eg. purchasing clerk to junior buyer) and President's luncheons for all levels of the organization.
- Department managers are accountable for reporting affirmative action progress during the annual organizational audit.

CONTROL DATA CANADA LIMITED

- Control Data has a mature program, perceived as part of the overall Strategic Planning of the Human Resource Management System.
- 8.9% of senior management positions (salaries over \$45,000) in Canadian operations are held by women.
- Including U.S. operations, the number of women in management increased from 29 in 1975 to 500 in 1982, to comprise over 9% of all management positions.
- 31.6% of engineering and systems analyst positions in Canada are held by women.
- January 1985 is the target date for implementing prorated benefits for part-time workers.
- 1-day Career Management Seminars for all employees are held every 2 months to assist employees in identifying their options in the organization.
- All managers are required to include a course on affirmative action each year as part of their management development programs.

1984 EMPLOYMENT EQUITY AWARD WINNERS

NORTH YORK BOARD OF EDUCATION

- 34 women have been appointed as principals or vice-principals since 1979/80. (This is 40% of all vice-principal appointments and 26% of principals').
- Women now comprise approximately 50% of the resource pool of people with qualifications for vice-principal and principal positions.
- North York was the first Board of Education in Ontario to adopt both a sexual harassment policy for staff and students and an affirmative action targeting plan.
- Special staff development activities include bridging positions for secretarial and clerical staff to learn management skills and job exchanges.
- The Board has supportive benefits and working conditions including infant care leave for up to 2 years, full seniority credit and benefits access for part-time workers, "Four over Five" self-funded leave plan (four years work at 80% pay, fifth year off at 80% pay), position sharing and some child care services.

CITY OF TORONTO

- The percentage of women in senior management positions has increased to 17% in 1983 from none in 1979.
- Women's average earnings are 91% of men's average earnings.
- 30 women are employed as drivers, gardeners and farm labourers, which are jobs traditionally held by men.
- A day care centre was established at City Hall in 1980.
- Each City department is required to develop Equal opportunity action plans, and managers are held accountable for results.
- Union and management representatives work together on an ongoing job evaluation program.
- Job rotation, secondments and enrichment programs are all currently being undertaken on a trial basis.

1985 EMPLOYMENT EQUITY AWARD WINNERS

THE MANUFACTURERS LIFE INSURANCE COMPANY

- From 1976 to 1985, female representation rose from 20% to 38% at the managerial level and from 7% to 13% at the officer level.
- There were no women above the level of Director in 1976, but today there are qualified women Vice-Presidents and women on the Board of Directors.
- An internal job evaluation committee ensures equal pay for work of equal value.
- Part-time staff working more than 30 hours per week are entitled to complete company benefits for themselves and their dependents. Those working between 20 and 30 hours per week are entitled to complete company benefits for themselves.
- Manufacturers Life pioneered a supplemental unemployment benefit (SUB) for women on maternity leave, and pays the difference between UIC benefits and 60% of the employee's earnings.
- The company provides to its managers development sessions on employment equity and human rights legislation.

TORONTO BOARD OF EDUCATION

- The Toronto Board of Education has a very comprehensive employment equity program for women and visible minorities. Employment equity is an integral part of organizational development, human resource planning, staff training and development and system sensitization. Goals and Timetables are currently being developed.
- Despite declining enrolment, and the associated decline in the number of teachers in the Board, the proportion of female teachers increased by 12% (341 positions) from 1981 to 1984.
- To date 30% of all supervisors are women.
- The Board has a tracking process which follows women through the hiring process in teaching and non-teaching positions.
- Part-time staff are entitled to the same benefits as full-time staff.
- Teaching and non-teaching staff are permitted a 2-year (unpaid) extended leave of absence for infant or child care.
- Career counselling and development courses are offered to all staff. These include assertiveness training, resume writing, interviewing techniques, writing and speaking skills.

1985 EMPLOYMENT EQUITY AWARD WINNERS

WESTINGHOUSE CANADA INC.

- Westinghouse has developed a comprehensive awareness workshop on employment equity for its staff.
- To date, Westinghouse has sponsored 23 workshops with a total of 384 participants, 146 of whom were managers.
- Westinghouse provides tuition refunds through its Education Assistance Plan, Career Planning Workshops and Assessment Centres. Although total participation in educational programs dropped from 462 participants in 1982 to 319 in 1984, female representation increased from 25% to 32%.
- New and/or revised policy statements and guidelines have been developed on equal pay, training and development, sexual harassment, job-based interviewing and selection, and career counselling. A positive by-product of this revision is the updating of all human resource policies in the company.
- Notwithstanding the impact of the recession and the subsequent workforce reduction, Westinghouse has doubled the number of women in mid-management.

THE MUTUAL LIFE ASSURANCE COMPANY OF CANADA

- Women in managerial, professional and technical positions at the company's head office increased from 6% in 1975 to 40% in 1985.
- In the branch offices, more than one third of all managerial positions are held by women.
- A female Recruiting and Sales Development Officer has been appointed in order to increase the number of women in sales.
- Since 1978, Mutual Life has provided part-time employees with complete company benefits. Today, this policy affects over 125 staff.
- On site child care facilities became available to employees in 1982. Mutual Life paid for the start-up cost of the centre, which operates on a break-even basis. The centre is administered by Mutual Life as a department of the company.

